JWS PAKISTAN
NON BANKING MICROFIANCE COMPANY
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Acronyms

ABL  Allied Bank Limited
AML  Anti-Money Laundering
AL   Agriculture Loan
AM   Area Manager
AO   Area Office
ASR  Annual Staff Retreat
BOD  Board of Directors
CG   Credit Group
CB   Capacity Building
CFT  Countering Financing on Terrorism
CRM  Compliance & Risk Management
GNF  Gujranwala NGO Forum
ESMS Environmental & social management system
ESRM Environmental & social risk management
HBL  Habib Bank Limited
HO   Head Office
HR   Human Resource
JWS  Jinnah Welfare Society
JWSP JWS Pakistan
MC   Micro Credit
MF   Micro Finance
MFI  Micro Finance Institution
MIS  Management Information System
NBFC Non-banking finance company
OLP  Outstanding Loan Portfolio
OTW  Orientation Training Workshop
PCP  Pakistan Centre for Philanthropy
PMER Planning, monitoring, evaluation and research
PMFN Punjab Microfinance Network
PMIC Pakistan Microfinance investment company
PMN  Pakistan Microfinance Network
PNCC Punjab NGO Coordination Council
PPAF Pakistan Poverty Alleviation Fund
RMGM Risk Management Graduation Model
SBI  Shore Bank International
SF   Sundas Foundation
SECP Securities and exchange commission of Pakistan
SME  Small and Medium Enterprises
WE HAVE A STRATEGIC PLAN. IT’S CALLED DOING THINGS!
This report offers insight into JWS Pakistan's guiding philosophy, Vision, Mission and Socio-Economic achievements during the year 2020-21 as well as prior achievements. Company is committed to further improve its service standards to better serve poor and marginalized segment of our society.
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THERE ARE NO SECRETS TO SUCCESS. SUCCESS IS THE RESULT OF PERFECTION, HARD WORK, LEARNING FROM FAILURE, LOYALTY AND PERSISTENCE.
About JWS PAKISTAN

JWS Pakistan is a non-banking micro finance company offering services under the regulatory umbrella of Securities and Exchange Commission of Pakistan (SECP). Company is striving to serve the relegated segment of the society since inception. Over the period of time the company has experienced exponential growth in terms of its outreach as well as client base. By the end of June 30, 2021, JWS Pakistan had presence in twelve (12) districts of Punjab province with seventy (70) operational branches and over ninety thousand active client base.

This has been made possible with client centric approach in every task that is performed from the board level down to the operational tier. This philosophy of keeping clients and staff at the centre of everything has helped the company in re-engineering institutional structure, policies, procedures, products, technology, services and the workforce capacity. These reforms have led the company to achieve one of the best client retention rate and the best staff retention rate in the industry. Furthermore, the policy of promoting internal staff has further created a new dimension of staff loyalty that helps the company in performing better in any challenging situation.
JWSP offers innovative and demand driven financial services as per the business needs of clients. Financial services are bundled with trainings and orientations in several trades preferred by the women workers for entrepreneurial activities. These financing and training services are augmented with complimentary borrower's life insurance, health insurance and exposure visits free of cost. These credit plus services have proved to be very effective in enhancing the efficiency and efficacy of loans at the grassroots level.

Furthermore, several code of conducts including but not limited to client protection, avoiding over indebtedness, ensuring productive use of loan, social safety nets and concern for the environment are the basic ingredients of our growth strategies. These ethical checks ensure that the financial interventions are geared towards bringing positive economic development at the grassroots level. Despite of this extra carefulness for the social & environmental causes, company has undergone an impressive growth trajectory and plans to even enhance its sensitivity level for the people and planet.
Vision
“Sustainable economic development and social empowerment for all”

Mission
“Financial strengthening and social uplift of marginalized segments of society, through an integrated approach thereby providing financial services, capacity building and developing market linkages for them to sustain their businesses and to improve their living standards”

Core Values

Customer Focused: Since customers are considered important stakeholders, JWS Pakistan’s products and processes are designed keeping customer needs and realities in mind. JWSP strives to serve customer needs in an effective and efficient manner.

Innovation: JWSP strives to maintain a creative culture in the company, where employees are encouraged to learn and innovate in their day to day work, while adhering to company’s standard operating procedures (SOP’s). Also, product, process and business model innovations are integral part of JWSP’s work life.

Triple Bottom-line: The Company has always strived to be financially stable, socially responsive and environment friendly. Investing in people and planet are considered as our long term investment and the benefits are believed to be reaped by the generations to come.

Avoiding Over Indebtedness: JWS Pakistan ensures that the communities it works with are never trapped in over indebtedness even if it costs the company to do so.

Balanced Social & Work Life: Taking a proactive stand to create and maintain a healthy work-life balance for workers. Very few institutions have this in their values list and we are proud of practicing it as our core value.

Integrity: Led by exemplary governance, JWSP maintains high integrity in its delivery of products and services. Company has zero tolerance towards unethical practices. It strives to behave with honesty and integrity in all its internal and external communication, and dealings with all stakeholders.

Employee Engagement: JWS Pakistan treats its employees as a major stakeholder and hence its processes and systems are designed to ensure employee satisfaction, development and high morale.

Transparency: JWSP’s products, services and processes are very transparent. It is ensured that the communication towards the clients is clear, sufficient, and timely and in a manner and language clients can understand easily.
## GOVERNANCE COMMITTEES

### BOARD OF DIRECTORS

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<th>Chief Executive Officer</th>
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<td>Ms. Sabiha Shaheen</td>
<td>Qazi Shoaib Alam Farooqi</td>
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<td>Mr. Muhammad Shahid</td>
<td>Mr. Farrukh Iqbal</td>
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<td>Dr. Naveed Iqbal</td>
<td>Mr. Muhammad Saqib Abbas</td>
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<td>Ms. Roheena Iqbal</td>
<td>Ms. Farzana Kousar</td>
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<td>Ms. Warda Iqbal</td>
<td>Director</td>
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<td>Ms. Sabiha Shaheen</td>
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<td>Qazi Shoaib Alam Farooqi</td>
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<td>Mr. Muhammad Shahid</td>
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<td>Mr. Farrukh Iqbal</td>
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<td>Dr. Naveed Iqbal</td>
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<td>Ms. Warda Iqbal</td>
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<td>Ms. Sabiha Shaheen</td>
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<td>Qazi Shoaib Alam Farooqi</td>
<td>Qazi Shoaib Alam Farooqi</td>
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<td>Mr. Muhammad Shahid</td>
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<td>Mr. Muhammad Saqib Abbas</td>
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<td>Mr. Nazir</td>
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### BOARD AUDIT COMMITTEE

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<tr>
<td>Dr. Naveed Iqbal</td>
<td>Mr. Farrukh Iqbal</td>
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<td>Mr. Muhammad Saqib Abbas</td>
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<td>Ms. Warda Iqbal</td>
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### GRIEVANCE COMMITTEE

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<td>Ms. Sabiha Shaheen</td>
<td>Mr. Imran Dhillon</td>
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<td>Mr. Khuram Hussain</td>
<td>Ms. Misbah Hadayat</td>
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Legal Advisors

Azam Chaudhry Law Associates (ACLA)
Address: H # 5, Street No.9, Sector F-8/3
Islamabad, Pakistan
Tel: + 92 51 2253351, 2253354, 2250657

Dr. Muhammad Azam Chaudhry
Senior Partner

Barrister Muhammad Qasim Qureshi
Partner

Barrister Raham Ali Bukhari
Senior Associate

Tax Advisor

Mohsin & Co. Chartered Accountants
Mohsin Nasrullah- FCA, House # 105C,
GOR-5 HBFC, Faisal Town, Lahore - Pakistan.
Tel: 042-35160091

Auditors

Rahman Sarfaraz Rahim Iqbal Rafiq
Chartered Accountants

72-A, Faisal Town
Lahore-54770, Pakistan.
Telephone: + 92 42 35160430 - 32
Fax: +92 42 35160433
Geographical Outreach

District Wise Presence
Gujranwala, Gujrat, Sialkot
Mandi Bahauddin, Hafizabad
Sheikhupura, Lahore, Faisalabad
Nankana Sahib, Narowal
Toba Tek Singh, Chiniot

Potential District
Sargodha - Jhang, Khushab
Sahiwal, Pak Pattan, Vehari
Okara, Kasur
Staff
Demographics
Diversity is Beauty!
Meet the Navigators,
The Board!
Ms. Sabiha Shaheen is the chairperson of the JWS Pakistan and has been serving at the board since 2007. Her vision and passion has helped the company in moving forward despite of the challenges and turbulences in the eco system.

Professionally she is a development expert having vast experience of women empowerment and gender mainstreaming at the grass root level. She has represented Pakistan in several regional and international consultations and is also credited for advocacy campaigns to design and implement national youth policy in the country. Her youth and women development skills have brought great values to JWS Pakistan as well in designing the socio economic development protocols.

Qazi Shoaib Alam is the founding member of JWS Pakistan and has led the company through every thin and thick. Under his leadership, company has grown from a small scale village based organization to a well-established non-Banking Microfinance Company working across the Punjab province.

Under his leadership, entire team of JWS Pakistan is transforming every aspect of the services and business processes to be environmentally sensitive, socially responsive and financially viable. He has played a central role in directing financing towards several social initiatives including food support program for the poor and needy families in the entire operational area of the company, donation for blood bags, ambulance service and setting up routine medical camps.

In addition, he is also very active and providing all the facilities at his disposal for the technical uplift of the social organizations working in the area. This in turn has ensured the sustainability of many social initiatives at the grass root level.
Dr. Naveed Iqbal  
Independent Director  
Dr. Naveed Iqbal has been working as In-charge & Associate Professor at the Department of Business Administration, University of the Punjab Gujranwala Campus since January 2014. Prior to joining Punjab University, he was working as a Lecturer in Financial Accounting at the Lord Ashcroft International Business School, Anglia Ruskin University Cambridge, UK. He did PhD in Accounting from the University of Bedfordshire, UK.

He is a member of European Accounting Association (EAA), British Accounting and Finance Association (BAFA) and Higher Education Academy (HEA) UK. He is also working as approved HEC supervisor in the area of Management Science.

“Company has a culture of openness and transparency in all its processes. This is one of the great strengths of the company” Saqib Abbas: Transparency at JWS Pakistan

Muhammad Shahid  
Non-Executive Director  
Mr. Shahid is an educationist by profession and has been running private institutions successfully. As member board of JWS Pakistan, he has introduced new aspects of social development in the financial services. He is also credited with developing outlines of training and institutional development activities.

“Very few institutions invest heavily on the staff trainings and capacity building initiatives and JWS Pakistan is one of those rare realities.”  
Muhammad Shahid: Staff Capacity building initiatives at JWS Pakistan

Saqib Abbas  
Independent Director  
Mr. Saqib Abbas is a chartered accountant by profession and currently working as Chief Financial Officer in Descon Oxchem Limited. His Major responsibilities include Financial Management, Budgeting & planning, Liaison with the Banks, Auditors & Rating agencies, ensuring compliance with regulatory framework and Heading local and international procurements. He has exposure in Audit, Compliance and Advisory. His expertise in financial reporting and system development have been central in further improving financial and operational transparency at JWS Pakistan.

“Company has a culture of openness and transparency in all its processes. This is one of the great strengths of the company” Saqib Abbas: Transparency at JWS Pakistan
Ms. Roheena Iqbal is a renowned sociologist and has a great understanding of social and gender issues in the society. She has a Master degree in Sociology and M.Sc in Gender & Women Studies. She is working as an Assistant Director Tehsil Sargodha with Benazir Income Support Program (BISP) since January 2011. Prior to this position, she worked as a Project Coordinator and then Program Manager with AGAHE. She also has an experience of working as a Social Organizer with National Volunteer Movement. She had an exposure visit to Bangladesh to observe their water and sanitation management systems by Abt Associates for fifteen days.

Farzana Kousar
Independent Director
Proficient professional carrying more than 16 years of National & International exposure in relationship management, administration, customer services, marketing, commercial & corporate banking. Motivated Manager with an extensive career in financial services and a track record of driving sales and boosting company morale. Hands-on, client-oriented professional who implements creative business development strategies and is dedicated to continue improvement. Won multiple best performance awards including international conventions in Indonesia, Thailand, Netherlands and Italy.

Mr. Farrukh has more than 37 years of experience in banking sector. He has worked on managerial positions with several financial institutions. His areas of expertise include financial operations, internal controls and strategic plans development. He is now an active board member of JWS Pakistan and playing important role in providing strategic guidelines to the institution.

Mr. Javed is the Company Secretary of the Company; in addition he serves as Manager Finance & Accounts as well. He is a post graduate of Haley College of commerce with thorough understanding of finance and accounting standards. He is also a certified director under code of corporate governance 2017 of SECP by ICMA Pakistan.
Mr. Jamil Anjum is a seasoned professional having over 20 years of experience in the domain of Finance and Accounts. During his entire professional life, he has always strived for the excellence and transparency of operations. He is also one of the founding members of JWS Pakistan and has been central in developing and implementing IAS& IFRS standards across the company. His active role in the company has helped in achieving new standards of good governance, institutional reforms and automation of several processes. Finance & Accounts Department is also tasked with managing the liquidity of the company and has very successfully managed it in every turbulent situation.

Ms. Warda has over ten years of Human resource management and development experience. Over the period of time she has employed the strategic approach of effectively and efficiently managing people to ensure that JWS Pakistan gains a competitive advantage. In addition to managing and enhancing competitive advantage of the company, department under her visionary leadership has laid out career paths for various cadres to meet the employee satisfaction as well. She has been a key activist of ensuring excellent rewards, internal promotion and incentive packages for the staff members.

Mr. Imran is a well know micro finance practitioner in the industry. He has been part of the JWS Pakistan team since 2003. Since assuming role as head of operations, he has helped company expanding in the depths and widths of the Punjab province. Operations team under his leadership has performed exceptionally well in every crisis situation.

Mr. Imran Dhillon is graduate of the Punjab University and has great training and capacity building skills as well. He plays a central role in internal staff training and capacity building exercise conducted throughout the year.

Mr. Khurram Hussain is heading the department of compliance and risk at JWS Pakistan. During a short period of time, he has created a talented pool of compliance and risk officers deployed at area levels to meet the challenging task of managing risks and improving compliance. Department uses various key performance indicators to assess the level of risk and compliance in a quantified manner. Prior to joining JWS Pakistan, Mr. Khurram has managed advisory assignments of Asian Development Bank, World Bank and USAID in the domains of economic development, financial inclusion and institutional reforms.
Mr. Muhammad Javed is working as Manager Accounts & Finance as well as Company Secretary. In coordination with the GM Finance & Accounts, he has been central in implementing IAS & IFRS standards across the company and enhancing transparency of financial transactions across the board. He is a post graduate of Haley College of Commerce with thorough understanding of finance and accounting standards.

Mr. Tahir Hussain Shah has vast experience of HR recruitment specifically in the micro finance sector. Over the past several years he has played an excellent role in recruiting and retaining large portfolio of employees with above industry retention rate.

Mr. Islam Gul is the founding member of MIS system being used companywide. Since inception, he has been central in enhancing the MIS system of the company in a modular fashion.

This modular approach has proved very useful as number of new modules have been developed and integrated with the parent MIS making it a mini enterprise resource planning system.

Mr. Nauman Maqsood Butt is working as manager operations at JWS Pakistan. He has over 15 years of experience in the field and fully understands the grass root challenges and opportunities for micro finance operations.

Mr. Nazir is a senior audit expert with exposure of large number of well reputed organizations in Pakistan. After joining JWS Pakistan, he helped in further strengthening the internal control systems based on the audit investigations.
CHAIRPERSON’S MESSAGE
Dear Well-Wishers,

The global development horizon is still filled with new and emerging risks. After the shocks of Covid 19, disruptive global supply chains and inflation are the foremost concerns globally as well as within the country. The concern mounts even further for the strata of population we are working with due to their low shock absorbing ability and relative higher chances of falling back to the poverty traps.

We believe that these disastrous conditions can undo years of good work done if no action is taken. I have spoken with my team at JWS Pakistan and we are willing to work aggressively in these testing times for the safety and uplift of our clients. Over the past year, JWS Pakistan has maintained its tradition of launching several “Back to Community” initiatives. We believe that these are essential to safeguard vulnerable communities against external shocks. Highlights of the previous year are summarized;

- Ration Bags: JWS Pakistan expanded its Food Support Program for the poorest of the poor families. The model was transparent and only the most deserving families were reached. The food package included a ration of almost a month sufficient for a small family of up to 5 members. 4,900 families were provided with ration bags to ease pressure on their expenses. A total of PKR 26.2 million PKR were spent for this cause.
- Providing enterprise development trainings to thousands of women at grass root level free of cost in number of domains.
- Advocacy at the community level to ensure that clients do understand the gravity of the COVID-19 and strictly follow the guidelines issued by the concerned authorities.
- On the environmental front, JWS Pakistan actively advocated for the water conservation and tree plantation throughout its community meetings conducted on monthly basis in the operational areas of Punjab.

By embracing change and playing to our strengths, JWS Pakistan has not only been at the forefront of how to mitigate the negative impact of recent developments, we also are exploring what opportunities lie ahead in building more resilient economies for the benefit of poor people.

We are aware that these efforts may not be sufficient for a huge impact, but, they are indeed a step forward in the right direction. In the end, I would like to extend JWS Pakistan’s gratitude to all the supporters, donors and friends of the company without whose support, JWS Pakistan’s outcomes and performance would not have been possible.

Kind Regards,

Sabiha Shaheen
Chairperson, JWS Pakistan
Chief Executive Officer's MESSAGE
Dear Friends,

Greetings!

It gives me great pleasure in sharing my reviews, thoughts and vision for the socio economic development of relegated segment of our society. A year has passed since an invisible enemy of the humanity made countless dents on the national and global development dashboard. According to the World Bank estimates, 97 million people fell back into poverty trap in the year 2020 alone, negating years of positive development.

The year was equally challenging for us at JWS Pakistan. We were faced with dual challenge of ensuring the stability of the institution in these testing times but were also hell bent in extending hand of help towards community in every possible manner. In the institutional survival challenge, our team carried out series of scenario planning exercises and developed a risk response matrix involving 122 actionable agenda items covering; crisis management team, liquidity guidelines, ensuring critical services, compliance with circular 09 of SECP, staff health, Portfolio risk analysis, community engagement guidelines, stakeholders dependency analysis & HR risks. This documentation and planning helped the company in taking right decisions at the right moments.

After freeing our hands from the survival challenge, the focus of the entire team was towards helping communities. A detailed need based plan was chalked out and free ration distribution among 4,900 families were carried out at their door steps. It also included community awareness campaigns to enhance precautionary measures against COVID-19. In addition, flexibility of loan deferment was provided to the clients as per their own requirements to lift off any additional burden on their blinking income streams.

Moreover, alongside helping communities, another great initiative of JWS Pakistan was retaining the full workforce without pay cuts. At the top of that, management decided to provide annual bonus and Eid bonus as well. This really boosted team moral and ensured a commendable performance across the board.

The results of these actions were remarkable as company stormed out of the crisis situation and whole of the industry applauded the success and documented our success story. Myself and entire board team has acknowledged the tremendous efforts of the entire JWS Pakistan team and we look forward to achieve our mission with energy, passion and commitment.

I would like to thank entire team of JWS Pakistan, board members, investor groups, auditors, service providers and community partners for helping us in writing another chapter of successful year.

Sincerely Yours,

Qazi Shoaib Alam Farooqi
Chief Executive Officer
KEY FACTORS THAT AFFECT EMPLOYEE PERFORMANCE

WORKING ENVIRONMENT
A safe and secure workspace prevents accidents and help our employees work comfortably without worry.

PEERS AND LEADERS
Working with different people creates an impact on employee performance. A good leader provides assistance, knowledge, and training to their subordinates to further improve their skills.

SKILLS AND WORKLOADS
Perform employee gap analyses to identify skill gaps and plan out solution to improve employee overall work quality.

FEEDBACK
A good way to identify positive outcomes, constructive criticism, and areas of remediation to help understand employees status in the organization.

INCENTIVES
Incentive and reward system drive employee to do their best to hit their targets. Keep your best employees motivated to go above and beyond on what is expected on them.

COMPANY CULTURE
A company that follows mandated laws and policies, respect employee rights and practice camaraderie gains employees trust.
Star Performances
JWS Pakistan & Stakeholders
From the Lens of the Lender

An Account of Sound Crisis Management: JWS Pakistan

Pakistan Microfinance Investment Company (PMIC), the primary lender of JWS Pakistan documented the extraordinary success story of the company in managing COVID-19 crisis. Below is the snapshot of key findings shared in the case study widely published and shared by PMIC for the sole purpose of lesson learning and sharing best practices.

Background

Few entities came out of 2020 with heads held high while others could not perform as well. Although sustainability of large MFPs with strong liquidity positions was less questionable than smaller ones from the outset, innovative and proactive strategies and implementations thereof became critical for every player to secure its portfolio. This paper assesses the factors behind JWSP's performance till date, although the pandemic is not over yet. In future, PMIC may bring forth similar assessments of other entities to extend its coverage of strategies found effective in tackling pandemic-associated challenges.

Initial Management Reaction: Safety First!

Staff safety measure were never the afterthoughts. Safety guidelines for staff, sanitizers and masks were continuously being provided to the staff. From the outset of COVID-19, the whole sector was in a state of panic and uncertainty; JWSP was in no way an exception to this. In early March, JWSP's senior leadership led by CEO started devising a framework after the lockdown was announced in Punjab. Without the provision of reliable and prompt date on how different sectors of the economy were performing during COVID-19, the management had to rely on its intuition and experience in predicting how its clientele would behave amidst economic hardships and restricted mobility. The management decided to form a core team to rollout a plan that would hold weekly meetings to ensure:

- Prompt action in the field and interacting with clients
- Monitor regulatory developments.
- Follow local administrative instructions.
- Liaise with the creditors and sector networks.

They also developed a COVID-19 Risk Response Matrix involving 122 actionable agenda items covering crisis management team, liquidity guidelines, ensuring critical services, compliance with SECP, staff health, portfolio risk analysis, community engagement guidelines, stakeholder's dependency analysis and HR risks. In addition, the management foresaw imminent liquidity pressures on the institution. Based on this, the management was quick to devise a contingency plan, with guidance from its main lender, PMIC under a liquidity stress testing model. This would prove critical in the coming months in managing
managing any asset-liability mismatch. JWSP also timely developed a comprehensive communication strategy for all stakeholders: Board, creditors, senior management, branch and field staff, and beneficiaries.

**Regulatory Relief**

On April 4, 2020, the SECP allowed all lending Non-Bank Finance Companies (NBFCs), which include NBMFIs, to defer repayment of principal loans by their borrowers for up to one year. However, these entities could entertain loan deferral applications no later than June-end 2020 initially; this deadline was later extended by the regulator up till September-end. Such measures were directed to ease pressure on micro finance clients. However, they also put some pressure on liquidity of JWSP with potential future loan losses. An important and critical development came in the form of steady decrease in policy rate by the SBP. This substantially relieved JWSP and other borrowers to absorb loan losses in the future. Moreover, regulators and government did utilize the tool of moral persuasion on commercial lenders to provide relief to different sectors and especially those working in the micro finance sector in the form of deferments.

**Lockdown Implications and Communication Strategy**

In order to cope with this predicament, wherever needed, staff were trained for holding online meetings on Zoom. The requirement to adhere to e-mails for passing on operational directions was made laxer; alternatively, WhatsApp groups were formed for seamless communication. These groups were also utilized for issuing and sharing effective strategies for client handling among field and branch staff, and department heads, based on the challenges in the field. Junior staff were sharing with seniors the strategies and methods they found effective for recoveries. Seniors in turn gave serious recognition to this feedback, refined it, and shared with others. Video tutorials and trainings were also prepared and shared both online and in-person with staff members to improve their client handling and management, although this measure was taken around August-September when initial disruptions caused by COVID-19 had subsided.

**Countering Misinformation**

To make matters worse, introduction of the deferral of loans risked spreading of misinformation and misinterpretation among clients. News started surfacing towards end-April indicating that clients were mistaking deferring as loan write offs. The situation was exacerbated by competing MFPs operating in the area. In some cases their lack of proactive communication with their own end-clients gave way to spreading and persistence of such rumors, which were also spilling over to JWSP’s client base. In some pockets this led to severe client resistance to repay the loan, which risked a contagion into JWSP’s client base.

To counter this, field staff were directed to compensate for their physical absence in the field by remaining in contact with end-clients over the phone. Extra mobile allowance was approved by the management to achieve this. From the outset, it was clearly
communicated to the client base that the new regulations implied loan rescheduling which did not entail loans being forgiven; only deferment of principal loan amount was allowed. Such prompt and clear communication coupled with disincentives to make late repayments drove voluntary repayments up to 35% over March – April 2020 period and much higher subsequently. The team remained in constant contact with their clients subsequently as well.

**Strategizing Based on Client Interaction**

As the market began adapting to the new realities of COVID-19, JWSP team decided to survey their clients telephonically to gauge their willingness and ability to repay. Insights from this exercise were used to determine which sectors required more efforts for recoveries than the others and which business sectors required support. Staff were directed and dedicated accordingly to recovery efforts for optimal human resource allocation.

The NBMFI was also proactive in clarifying to their client base that principal deferments were not free. This led to deferment applications by clients who genuinely needed it; applications were also approved in line with their expectations of monthly income resumption. This not only saved clients from the extra burden but also proved vital in resuming targeted monthly recoveries.

**Operational Adaptability**

Up till May 2020 JWSP’s presence in the field was virtually restricted. However, lockdown enforcement started easing during the month. As soon as the government issued guidelines for resuming organizational activities, JWSP developed and institutionalized its own SOPs in line with the guidelines and accordingly, vigorously resumed field activities. Even the top management did not shy away from going into the field with the CEO, CFO and other senior business heads making it a point to participate and buoy employee enthusiasm. Safety measures and guidelines were also implemented which included mandating use of sanitizers and masks. Adequate inventory of these items was procured and given to the field teams as well. Prompt movement into the field and dedicated interactions with clients by JWSP’s senior management nourished relations with community as well. As loan repayments started coming in, JWSP resumed disbursements in July while encouraging severely affected clients to set up alternative businesses so that they could cope with the losses and restart livelihoods.

**Building Client Goodwill**

In June when there was full deployment in the field, the management recognized that it was also important to be humane to their clients which would further strengthen relationship with them during these times and show that they cared about them. In Gujranwala, the NBMFI started a food distribution program where it identified more severely impacted clients and non-clients and provided them with essential food items. JWSP subsequently expanded this programme to other districts. It built client goodwill not only among the beneficiaries but also in the market. It also helped shape the perception that JWSP’s relationship with the clients was not entirely transactional and instead had an element of empathy and concern for their wellbeing also.
Building Team Loyalty

In addition to showing compassion for beneficiaries, JWSP was also mindful to show the same for its employees. The economic turbulence created by COVID-19 had led to nationwide loss of jobs. In micro finance sector, even institutions with some of the strongest financial fundamentals let many of their personnel go in order to rationalize their cost structures and to prepare for the liquidity crunch should their portfolio quality take a nosedive. However, JWSP's approach was completely antithetical. Its senior management took the view that its portfolio security and quality ultimately depended on employee loyalty, commitment and motivation and these elements could not be compromised on. Ultimately, JWSP’s HR team, made zero layoffs or pay-cuts – even when it was becoming a norm in the sector. Employees serving in contractual positions were also retained. All employees were given Eidi bonuses in the month of May 2020 in addition to the annual bonus. They also ensured due appreciation and recognition for high performing field staff. During the months of June and July 2020, senior management started visiting branch offices and meeting with clients. This really boosted the morale of the staff also. All these efforts collectively played an integral role in JWSP's relative success in managing the crises imposed by COVID-19. October 2020 onwards, it experienced zero loan deferment of their portfolio as per data reported by the institution. The bounce back in JWSP's sustainability and superior portfolio performance are attested to by its maintenance of PAR-29 below 5% and OSS above 100% throughout 2020. empathy and concern for their wellbeing also.
Ms. Shama Parveen, joined JWS Pakistan in 2005 as receptionist with intermediate qualification. She hails from a humble background and self-built her career and professional qualification. During the tenure, she improved her qualification as well as learned new skills and was soon attached with the Human resource department on trial basis. During the tenure, she met all the expectations, proved her value and was permanently attached with the human resource and institutional development department. Currently, she is serving as assistant manager Human Resource at the company head office.

During these 17 years, she completed her graduation and is now enrolled for a master’s degree in HR management. She described her feelings and love for the company in following words. “I would like to thank JWS Pakistan and its entire management in building such a supportive and conducive environment that helps every one grow at their own pace. I never experienced discrimination at the workplace based on gender, race, creed and ethnic background. These are the values that made me fall in love with this great organization and as a HR practitioner, I would always strive to pass on these core values to the people who joined us down the road.”

Ms. Shama Parveen is considered a role model among the young internees.
Mr. Zubair Iqbal belongs to Gujranwala & holds bachelor’s degree in commerce. He has been working with JWS PAKISTAN for the last ten years. His commitment towards work and professionalism helped him grow on the career ladder and earn respect among colleagues.

He joined JWSP as administration and finance officer in a city branch of Gujranwala district. His commitment towards work, passion and reliability in getting things done made him eligible for an opening in the head office. After detailed evaluation and meeting procedural requirements, he was given a chance to work in the finance & accounts department at officer level.

Later on he started his master’s degree alongside the job and has successfully completed M.Com (part-1). Acknowledging his skills and education, he was promoted to the assistant manager tier.

“JWS Pakistan allows her employees to make mistakes, figure things out, to get good at things, and solve problems without breaking their spirit and drive. It rewards and celebrates successes while encouraging employees to stretch their skills and their capabilities. Additionally, I would like to thank all of my seniors in helping me polish my skills and supporting me through every thick and thin”.

MR. ZUBAIR IQBAL
from finance officer to
Assistant Manager Finance & Accounts
Star performers are highly appreciated and regarded at JWS Pakistan. The performance evaluation process is very transparent and carried out on technical parameters of both qualitative and quantitative nature. The finalists are again reviewed independently by the senior management to ensure unbiasedness. This has given rise to a culture of respect and appreciation of work across the board. We are proud to present the comments and feelings of our top performers for the year 2021 and wish them all the best in their personal and professional lives.
“I am humbled to be nominated again by the senior management as star performer on the second year as well. This has increased my passion and love for quality work. JWS Pakistan is a source of pleasure in my life & the support of seniors has been central in polishing my skills. I am committed to go an extra mile to ensure that this great company meets its annual growth plans.”

Mr. Amir Shakoor, Area Manager, JWS Pakistan.

“I Joined JWS Pakistan in 2008 as an internee officer. This was my first job and I was very excited about it. Thanks to the excellent working environment and leadership that helped me complete my master's degree during this tenure. These factors quickly helped me grow up the ladder and now I am working as an area manager.

Mr. Muhammad Iqbal, Area Manager, JWS Pakistan

“Started my career with JWS Pakistan on 04 November 2014 as internee Finance officer and promoted as a CRM officer later on. The compliance and risk department has further polished my analytical and risk management skills. I feel proud to be part of this caring department and great company.”

Mr. Sajjad Ali, Compliance & Risk Officer, JWS Pakistan.

“I joined JWS Pakistan in Oct-2017 as a Finance & Admin Officer and promoted to CRM tier in Dec-2018. It is really an honor for me to serve such an esteemed organization. I would like to thank all of my seniors and management in providing me encouragement and new avenues of personal development.

Mr. Noor Mohammad, Compliance & Risk Officer, JWS Pakistan.

“I am Faiz Ahmed and I joined JWSP on April 1, 2017. Company extended all the support and provided guidance that helped me to achieve early promotion to the branch manager cadre. I am what, I am today because of the JWS PAKISTAN. Most noteworthy, I can never pay back what JWS PAKISTAN has done for me”.

Mr. Faiz Ahmed, Branch Manager, JWS Pakistan
“I started my career at JWS Pakistan few years ago as credit officer. Various trainings, orientation sessions and on the job training model helped me to quickly learn the skills to be an effective branch manager. I have been tasked to work in difficult working conditions but I did my best in all the situations. I am grateful for my nomination as star performer of the year.”

Mr. Asif Maqbool Basra, Branch Manager, JWS Pakistan

“There are couple of things that I think are trademark of JWS Pakistan. The first being the matchless confidence, internal promotion and trust level on the employees coupled with Eid bonuses, Annual bonuses, gratuity, EOBI, Health & Life insurance plans”

Mr. Khawar Shahzad, Branch Manager, JWS Pakistan

“It was a great news when I heard that I have been selected as star performed in the branch manager's cadre. It gives immense pleasure as well as boosts moral to perform even better in the coming year. I thank my seniors for positively acknowledging my contributions.”

Ms. Shazia Riasat, Branch Manager, JWS Pakistan

“I joined JWS Pakistan back in 2014 and have seen rewards, respect and acknowledgement at every stage of my career from an internee to a senior credit officer of JWS Pakistan. In addition, I have never felt gender to be a barrier in my career at the company.”

Ms. Rizwana Shahzadi, Credit Officer, JWS Pakistan

“I have been working with JWS Pakistan for the last two years as a credit officer. I thank all the management team for acknowledging my efforts. I look forward to work with this great company in the future as well.”

Mr. Umar Usman, Credit Officer, JWS Pakistan
“Joined JWS Pakistan as an internee officer and really liked the gender sensitive environment of the company. The support and guidance extended by the seniors have been a key element in my success story.”

Ms. Kashida, Credit Officer, JWS Pakistan

“I feel proud in claiming that I am part of the JWSP family for the past few years. Joined as an internee officer and got promoted to the Agriculture Credit Officer level. I would like to state that the company is offering one of the best agriculture specific trainings to the farmers along with financing them.”

Mr. Amir Rafique, Agri Officer JWS Pakistan

I have been working with JWS Pakistan for the last two years as a credit officer. I think that the policy of promoting internal staff is the beauty of JWS Pakistan among so many other like factors.

Mr. Muhammad Zeeshan, Credit Officer, JWS Pakistan

“I have seen rewards, respect and acknowledgement at every stage of my career. I have great respect for the company management who have built up so conducive environment.”

Sana Zulfiqar, Credit Officer, JWS Pakistan

“Joined JWS Pakistan as a finance officer after my B.Com in 2018 and really enjoyed the content of class room trainings and extensive on the job training to enhance my skills. I thank management for my selection as star performer.”

Mr. Muhammad Ahsan, Finance Officer JWS Pakistan
“I feel proud in claiming that I am a part of JWS Pakistan Family for the past many years. Apart from the excellent working environment and support of the seniors. I believe that the reward package at JWS PAKISTAN is very unique and encouraging”.

Mr. Muhammad Usman, Finance Officer, JWS Pakistan

“I have been serving this company for the last five years as a Finance Officer, the uniqueness that I would like to highlight is the rather horizontal management structure that makes it easier for all the employees to access top management. Furthermore, the provident fund and other facilities being provided by the company are not less than any government department.”

Mr. Ightifar Shakoor, Finance Officer, JWS Pakistan

“I feel delighted to be declared as one of the top performers among the finance officers. This has increased my passion and commitment to perform even better. Thank you JWS Pakistan.”

Mureed Hussain, Finance Officer, JWS Pakistan
I CREATE.
I TAKE RISK.
I LIVE MY PASSION.
I AM AN ENTREPRENEUR.
Cascading SUCCESSFUL Entrepreneurs!

Ms. Shahnaz
Football Manufacturer

C CITI Foundation UK along with her global partners selects innovative and successful entrepreneurs from all over the world. Pakistan Poverty Alleviation Fund (PPAF) partners in Pakistan with CITI foundation and arranges a contest of most innovative and successful entrepreneurs. JWS Pakistan has a history of winning awards over the period of time:

She is an enthusiastic entrepreneur with over ten years of experience in the football manufacturing domain. Shehnaz used to work on daily wages prior to setting up her own business. She laid the foundation of her own business with combines financing of JWS Pakistan and her own savings. Gradually she expanded her business processes and added more than 15 women of her society in business operations. The manufactured products by her business setup are very good in quality and are exported throughout the world. She is very ambitious about her business and wants to further improve business processes and add up new machinery and tools to further improve the business output and profitability.
Ms. Surraya
Woolen Thread Manufacturer

Ms. Surraya is a hard working woman living in slum region of Gujranwala city. She is 60 years old and lives with her husband and families of two married sons. Surraya and her husband have been preparing woolen thread that is locally called as “WaanSootar” and used in knitting Charpais (a local form of bed). Her business process starts with the purchase of raw woolen thread from local market in Gujranwala that is in the form of sweaters. Those sweaters are then un-weaved and woolen thread is collected. Then 4 threads of different colors are spun together on machine and shaped as a single thread to be used for knitting Charpais and small Stools for household use.

Her business has proved to be a consistent source of bread for not only their family but also around 15 families of their communities. Their business is acting as income distributor hence positively impacting local economy.
Ms. Cathreen
Cricket Ball Stitching

Cathreen is a hard working woman and lives in Gujranwala, Pakistan. She has been into the business of hardball stitching for the last few years. She is very well known in her community due to her stitching skills and also because of her success story.

She collects the raw materials from the factory and after making the product into finished goods return it to the factory. Over the period she has enhanced her business and involved her family members in it. Whole family works hard to achieve the demand made by the factory owners. Their business is positively impacting their family as well as community.

Four (4) members of their family are employed in the business as well as around 7 women from the community.
Ms. Jan
Decorative Belt Manufacturer

CITI-PPAF Award Winner:
National Runner Up
Prize Money PKR: 180,000

Ms. Jan is a widow of age 60 and responsible for earning bread and butter for ten (10) dependents. Her husband used to prepare belts used by police and armed forces on daily wages, however, after her sudden demise; she borrowed money from JWS Pakistan in several loan cycles and started her own small business.

She made her business successful with her hard work and commitment towards quality. Now her product is sold in Lahore, Sialkot, Rawalpindi, Faisalabad and Quetta with monthly sales going as high as PKR 200,000.
Ms. Fehmida
Concrete Precast Manufacturer

Ms. Fehmida owns a Concrete precast making business and actively works with younger brothers. They prepare pillars, minarets of mosques, concrete slabs and other readymade shed material on order as well as for regular sale. With a boom in the constructions industry in Pakistan as well as owing to their growth oriented planning, they are experiencing ever growing sales and expansion in their product lines.

“Over the period of time we have explored new markets and do not rely solely on the local market for selling our products. This has paid off in the form of ever expanding demand orders from adjacent districts of Sialkot, Daska, Wazirabad & Gujrat. We are able to produce better quality products as compared to the famous brands on a relatively lower cost. This has now been our core advantage and major reason of success.”

CITI-PPAF Award Winner:
Runner Up Category
Prize Money PKR: 80,000
Handling GRIEVANCES

In order to listen and resolve the complaints of our valuable clients and employees, company has developed a robust system through which this customers and employees can reach out to the senior management and launch their complaints. Clients have access to the complaint boxes placed at every field office as well as dedicated contact numbers to register their issue at the head office.

The complaints handling mechanism works efficiently while ensuring all the regulatory requirements. This consists of following key steps;

**Acknowledgment of the Complaint:**
Upon receiving complaint via SMS, Email, call or any source of communication, a unique complaint number is assigned to it and communicated to the client as well. In case the complaint is received after working hours, the acknowledgment is usually sent on the next working day. The acknowledgment briefly describes the resolution process, estimated time & contact detail for the follow-up. This process ensures that the client is at ease and knows that his/her complaint is being worked on seriously.

**Interim Reply:**
In case the complaint requires a detailed investigation, an interim reply is generated and update is provided to the complainant within 5 days. Client is again assured that his/her complaint is alive and concerned departments are working on it.

**Final Reply:** A final reply is then shared with the complainant sharing the end result of the complaint investigation within the prescribed time and the actions taken. In case of denial of the complaint, clear reason is shared in light of the organizational policies. The whole process completes within 15 working days or within 30 working days if complaint requires detailed scrutiny.
Similarly, internal customers (staff) can also launch their complaint or blow a whistle if they come across any wrong practice. An online web portal enables them to blow the whistle without showing their identity if they want to do so. A synopsis of the overall complaint resolution cell is presented below;

Similarly, around 5,946 community sessions were conducted during the year to educate our clients about their rights, obligations as well as method to launch their complaint during the loan tenure.

**TESTIMONIALS**

**Mr. Irfan, Complaint No. CN-48**

“I lodged a complaint against the local office staff as they were not updating my record of the installments paid. The call at the complaint number was attended immediately and an officer listened up my grievance and talked to me in a very courteous manner. My complaint was resolved and they also called me again to confirm if my complaint has resolved.”

**Complainant from District Gujranwala**

Complaint Received on: Sep 03, 2020  
Complaint resolved on: Sep 03, 2020

**Ms. Iqra Khalid, Complaint No. CM-80**

“They are quick in resolving the issues recorded by the clients and try to resolve the matter in quickest possible time.”

**Complainant from District: Faisalabad**

Complaint Received on: March 08, 2021  
Complaint resolved on: March 08, 2021
Being Impact Oriented
Improvement in Living Standards:

As part of the responsible financing practices, JWS Pakistan conducts impact assessment studies to gauge the impact of the financing on the socio economic landscape. The results obtained are used to modify policies, procedures and activities to make them more impact oriented. The highlights of the study are shared below that was conducted in the pre COVID environment.

“Financial well being is closely linked with standards of living to a great extent. Several researchers have studied the phenomenon and found positive correlation between the two.

**Kirkpatrick et al (2002) Getting access to financial services help the poor to improve their income and other benefits such as health care and education etc. Empirical evidences are found from various papers such as Parker and Nagaragan (2000), Khandker and faroqque, (2001), Pit and Khandker (2003). Quach et al (2003), Debadudda (2009), Paunda (2005) found that the beneficiaries of loan had increased their expenditures especially in health treatment and education.**

Therefore, similar impact trends emerged from the data collected during the study as presented in Fig-13. On an average, respondents recorded an increase in spending of almost 50% in health, education, food as well as on seasonal fruits. One may criticize on the assumption that the increased spending doesn't mean improvement in the quality of products but rather is due to the effect of the following two factors; First-increase in population (family size), 2nd Increase in prices (inflation). We however as researches feel that both the factors had a very limited impact due to the following reasons;

- Impact assessment covers the tenure of 2-3 years and this duration is not sufficient to increase size of the family to an extent that might increase spending up to 50%.
- Other reason that can be associated with increased spending is due to the inflation. However, the official data highlights a very controlled level of CPI index (4.15-6.7%) in Pakistan during the recent past. This too is not the prime reason of increased spending.

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**Impact on Life Standards (Fig-13)**

![Impact on Life Standards](image-url)
From the above discussion and evidences, we might conclude that the increased level of spending on the key life cycle needs are a sum of impacts from, increase in family size, inflation and a choice of better quality products/services with quality of products being the prime contributor in increased spending.

Our this assumption is further proved to be true by the specific responses of the respondents in all the key areas including health, education, food and living standard of the houses. Pre and post scenarios highlighting customer satisfaction are

It is evident from the qualitative responses that considerable improvement has been witnessed by respondents. In all the four cases, pre scenarios are dominated by the response as “fine” which has been dropped to almost 1/3rd and the remaining responses have recorded against improved situations like “better and best”.

![Pre Post Health (Fig-14)](image)

![Pre Post Education (Fig-15)](image)

![Pre Post Food Quality (Fig-16)](image)

![Pre Post Living Standard (Fig-17)](image)
Furthermore, 44% respondents stated that they have carried out renovation of their homes after availing the loan for over two years. It is worth noting that the renovation was not carried out with the loan amount rather with the improved revenue streams from the household businesses.

Women Empowerment

Women empowerment and development has been a challenging task for the developing world and at the same time one of the key success factors for the socio economic development of their population. Unfortunately, developments in Pakistan are not keeping the pace with rest of the world as highlighted in the recent report of Global gap index (GGI) published by the World Bank.

<table>
<thead>
<tr>
<th>Pakistan's Ranking on</th>
<th>Overall</th>
<th>Economic Participation</th>
<th>Educational Attainment</th>
<th>Health &amp; Survival</th>
<th>Political Empowerment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pakistan out of 156 Countries</td>
<td>141</td>
<td>.552</td>
<td>141</td>
<td>.309</td>
<td>132</td>
</tr>
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Overall rank of 153 out of 156 participating countries highlights the worst situation and our standing in the global village. Further breakup provides deeper insight into the key reform areas and our respective standing against each with economic empowerment requiring special attention focused by educational attainment, health survival and political empowerment.

Keeping in view the national development challenges, JWSP has crafted its vision of Social and economic empowerment for all. Under the guidance of the vision, most deserving segment of the society requiring socio economic empowerment is women. Therefore, JWSP adopted women centered economic and social development approach. As a result, 99% beneficiaries of our programs are women, highlighting our commitment and focus towards women development.

The impact assessment study highlights encouraging trends towards more empowerment witnessed through increased women participation in household decisions as well as fiscal matters. Summary of key empowerment indicators is highlighted in Fig 19 & 20.
Participation in usage of money highlights the importance, wisdom as well as trust on someone in our society. Keeping in view the local context, Fig-19, gives an encouraging response of our economic development services. 64% women stated that they participate in the decision making process involving money matters, 22% claimed to have decision making in their own hands while 11% stated that their husband's take the decisions. On the other hand, 97% women beneficiaries claimed that they are consulted in the household decisions as a whole.

Since JWSP serves loans to the women entrepreneurs, it was necessary to gauge their level of freedom to visit market places for business purposes. The results under this head were also very encouraging as 94% respondents acknowledged that their families have entrusted them to visit market places to carry out the business transaction.

Rights & Knowledge

Another aspect of the social empowerment is the knowledge about one's rights and obligations in business transactions. This not only empowers people but also helps them avoid any fraudulent activity or exploitation. Therefore, keeping this fact in mind, JWSP has focused on the financial literacy and empowerment of clients by educating them about their rights and obligations as well as on the usage of common financial instruments. These waves of communication are triggered frequently during the meetings held at the grass root level with the clients.

In addition to the regular meetings, financial literacy is specifically covered during the vocational training sessions conducted from time to time in selected domains. These awareness sessions had encouraging impact as highlighted in the Fig-22.

With a positive impact on the operational performance of JWSP loan portfolio in terms of 100% recovery rate due to productive usage of loan, there is also another facet of the impact that might be minor but is worth mentioning. By enhancing the number of bank accounts from the marginalized communities and their understanding to fill up the bank deposit slips, following three interrelated objectives are being achieved under the overall umbrella of financial inclusion;

- Increase in number of bank accounts suggests that clients are actually graduating from the microfinance sphere into the formal financial world by opening accounts in the scheduled banks.
- The second indicator of improvement in knowledge regarding productive use of loan is very vital sign and indicates that clients are putting loan in the productive uses that not only ensures repayment of loan as well as creates a steady source of income and employment at grass root level.
• The third aspect is related to the ability of clients to understand the key sections of bank deposit slips and fill them. This has been made possible by monthly repayment deposits being made by the clients at the local banks. This further helps clients in making deposits at banks and thus streamlining/mobilization national savings for the development.

To streamline the field operations and to ensure compliance of standard operating procedures, JWSP has a robust mechanism that operates seamlessly. Furthermore, to address grievances and complaints, a separate telephone line as well as complaint boxes have been placed at branch level. Clients were asked whether they are entitled to launch complaint of any problem being faced due to the organization as well as its mechanism, a resounding percentage of clients 92% provided correct response. The detailed responses showing the options to register complaint as per respondents are summarized below:

• Informing branch manager 61%
• Putting complain in the complaint box 9%
• Calling at a complaint box 16%
• Reporting group leader 17%

However, the option of reporting group leader is not the part of the complaint SOPs and highlights misconception among clients that needs to be fixed.

Client Satisfaction Dimensions

JWS Pakistan regularly conducts client satisfaction and exit reasoning surveys to measure the performance of its services. The result of a recent survey conducted with outgoing clients is summarized below. The response of the outgoing clients is considered to be genuine and unbiased as they no longer has any vested interest with the company.

Quality of Services

When asked about the quality of services including the financial product, non-financial services and behavior of the staff of the company, over 90% respondents placed the company from excellent to the good rating band. While less than 10% expressed dissatisfaction with the company services. This dissatisfaction was further investigated that led to the bad repayment behavior of the complaining clients.
Market Competitiveness of JWS Pakistan

The third most important aspect of the feedback was towards the perceived ranking of the company services against other service providers. 62% of the outgoing clients placed JWS Pakistan at the top of their perceived list of financial service providers. While 30% placed JWS Pakistan on 2nd and only 8% placed the company and its services on the 3rd ranking.

Feedback against the various aspects of our business from the outgoing clients shows the success of company in providing value adding services in a caring and professional manner. None of the three indicators express alarming situation and provide opportunity to the management to introduce more value adding services at normal business pace.”
Human Resource Management & Institutional Development

In line with its mission of transforming lives, JWS Pakistan provides a fair, equitable, and harassment-free workplace to its employees. Inclusion and diversity are key priorities for JWSP and the organization focuses on creating and upholding a distinctive culture which derives core values of integrity, responsibility, dignity, innovation, responsiveness, and sustainability.

Department of HR & HID is the torch bearer of the company values and bears sole responsibility of recruiting committed, honest and dedicated staff right from the top management down to the field level. Department is led by Ms. Warda Iqbal, a seasoned and experienced HR practitioner.

Department has gradually automated its operational processes and works efficiently. Key responsibilities of the department include, HR need identification, placing job advertisements, recruitment, selection, training, mentoring, succession planning and promotions. Department has played a central role in developing and promoting organizational culture of excellence, innovation and leadership.

Few of the operational performance indicators summarize the overall working efficiency of the department.

- Succession planning 100%
- 83% employees are below 33 years of age
- Training coverage 100% among junior tiers

Finance & Accounts Department

Accounts & Finance department of JWS Pakistan is led by Mr. Jamil Anjum. He has over 20 years of accounts and finance experience and is a graduate of Punjab University. Under his leadership, company has recently revised and upgraded its SOPs for financial transactions at all levels. He has also been central in finalizing funds arrangement with several national and international investor groups for the company.

Overall, the Accounts & finance department provides oversight over all transactions including the preparation of management accounts, budget creation, expense monitoring, client insurance, processing and data reconciliation. On the Finance side, department is responsible for debt management, liquidity management, oversight of cash management systems, grant raising, reporting and treasury management.

The Accounts & finance department also manages the external audit for the company and is liable to ensure transparency and swiftness in the financial services.
Operations Department

By the workforce count, operations is the largest department at JWS Pakistan and is supervised by General Manager Operations, Mr. Imran Dhillon. Department is responsible for the development and implementation of business growth plans of the company. Operationally department has divided its teams into eleven (12) operational areas headed by Area manager in the central and upper Punjab region. These areas are then divided into operational branches.

Department is also responsible to ensure that the business services of the company are in compliance with the social goals and are environmentally friendly. This sensitivity towards society and environment has transformed JWS Pakistan into a triple bottom line company.

Information Technology Department

Department is responsible for development of organizational IT strategy, data safety measures and contingency planning in case of major system breakdown. Department has been able to provide seamless connectivity across the operational nodes with very efficient and reliable data security measures. Over the period of time, MIS system has evolved into a mini ERP system with integration of financial information system and Human resource information modules.

Internal Audit Department

Mr. Nazir heads the internal audit department at JWS Pakistan. He is a business graduate with CA articles completed. He has vast experience of conducting audits of manufacturing, construction, travelling, financial and hoteling concerns.

The Internal Audit Department being an integral part of management team is adding value by improving organizations operations through furnishing top management with independent and objective analysis, appraisals, counsel, and information regarding the overall activities and significant issues. As partner to the management, Internal Audit Department provides consultation about how opportunities and vulnerabilities can be balanced as well as corporate governance can be strengthened. The internal audit monitors compliance of policies, procedures and system that have been put in place to prevent losses and minimize operating risks.

The department executes an approved audit plan and performs the following tasks in accordance with its overall strategy.

- Evaluate the efficiency and effectiveness of the internal control and risk management system to help protect organization against both traditional and emerging risks.
- Tailoring a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, control and corporate governance.
- Review operations to ascertain whether results are consistent with established objectives and whether the operations are being carried out as per plan.
- Verify the existence of assets and recommend proper safeguards for their protection.
- Make sure financial transparency in the organization
Compliance & Risk Management Department

Compliance & risk management department uses risk management graduation model (RMGM) to systematically assess, analyze and report various risks to the management. Department works with an integrated approach and has strategically placed its resources to pick up early signs of compliance negligence's and potential risks to take evasive actions proactively. Team members are deployed in all the operational areas of the company and efficiently work to safeguard against business, social and environmental risks.

Furthermore, the department is committed to implement company-wide risk management culture, adopting the best practices in the identification, evaluation and effective management of risk.

JWS Pakistan has a robust risk management process that is spread across the company. The system is flexible enough to enable identification and reporting of risk event in the MIS system by the compliance & Risk (CRM) officers deployed at the branch levels. The events are then reviewed, edited by the head of Risk department and then marked to the concerned departmental head highlighting the severity level as well. The HOD then marks the event to concerned branch manager and assigns deadline to rectify the error or take corrective measures. After the deadline, the compliance officer against reviews the events and marks it as either complied with or non-complied.
Products & Services

JWS Pakistan has always strived to develop client oriented and demand driven solutions for financial needs of marginalized segment of our society. This however, goes through imperative steps of conceiving, designing, piloting and then scaling any product. This process helps us in identifying potential products out of many emerging trends.

JWSP has articulated following demand driven products using this robust model of product development:

<table>
<thead>
<tr>
<th>Ideation</th>
<th>Product Definition</th>
<th>Prototyping</th>
<th>Validating/Testing</th>
<th>Commercialization</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Brainstorming</td>
<td>• Product Definition</td>
<td>• Product</td>
<td>• Selected launch</td>
<td>• Product adjustment</td>
</tr>
<tr>
<td>• Idea generation</td>
<td>• Serving Segment</td>
<td>development</td>
<td>• Evaluate</td>
<td>• Mass launching</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Broader contours</td>
<td>performance</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Selection of test market</td>
<td>• Study results</td>
<td></td>
</tr>
</tbody>
</table>
JWS Pakistan “Apna Karobar Qarza” is a product for low income individuals undertaking income generating/business activities for a variety of purposes. Apna Karobar Qarza is a household loan provided to women in the fields of handicraft, manufacturing, trading or services activities etc. The loan range starts from PKR 30,000 and ends at PKR 100,000. This product is by far the most popular choice among the clients of JWS Pakistan.

The chart below highlights increasing level of financing towards this product over the period of time.
JWS Pakistan “Zari Khud Kafalat Qarza” is being provided to strengthen the economic base of the low-income farmers, through their increased access to easy and cost-effective financial services, capacity building initiatives and upstream/downstream market linkages. This product received very positive response from the farming communities and has actively been able to resolve their issues since its launch in 2010. Agricultural loans are disbursed through Farmers Development Groups (FDGs), consisting of 5-15 members having land holding of 5-10 acres. Loan amount ranges from PKR 50,000-150,000. The chart below highlights increasing level of financing towards this product over the period of time.

**Zari Khud Kafalat Qarza**

<table>
<thead>
<tr>
<th>Year</th>
<th>Loan Amount (PKR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016-17</td>
<td>102,350,000</td>
</tr>
<tr>
<td>2017-18</td>
<td>236,040,000</td>
</tr>
<tr>
<td>2018-19</td>
<td>344,010,000</td>
</tr>
<tr>
<td>2019-20</td>
<td>302,480,000</td>
</tr>
<tr>
<td>2020-21</td>
<td>244,820,000</td>
</tr>
</tbody>
</table>

**Portfolio Segmentation**

- Zari Khud Qafalat: 5%
- Other Products: 78%
JWS Pakistan “Madad Gaar Qarza” serves the increased credit needs of clients, who want to expand their micro enterprises to increase sale and turnover. Loans are extended for enhancement of income patterns and to create the business activity through purchase of assets, stocks etc to boost the sale/production. The loan range starts from PKR 70,000 and ends at PKR 200,000.

The chart below highlights increasing level of financing towards this product over the period of time.
Livestock animals (Maal Maweshi) are the integral part of our rural economy. Maal Maweshi Qarza is offered to farmers, especially women to purchase milking animal for small scale dairy business. The loan range starts from PKR 30,000 and ends at PKR 200,000.

The chart below highlights increasing level of financing towards this product over the period of time.
Management at JWS Pakistan believes that in the equation to calculate the strategic advantage in the financial services industry, employees are the key variable to achieve the desired results. Therefore, JWS Pakistan follows a systematic process to improve employees' knowledge, skills, understanding, values, attitude, motivation and capability necessary to perform well at work. This doesn't stop and keeps on revolving in a circular way to ensure that our staff stays atop in terms of their knowledge, attitude, values and ethics from the rest of the industry.

Company has a culture of believing that employees are most important asset. This strategic importance has gradually helped the organization in emerging as employer of choice among the micro finance practitioners due to its staff focused incentives and wellbeing initiatives. Furthermore, this gives them a profound influence on the policies that affect them and their enthusiasm for their work.

As an employer, JWS Pakistan is recognized for progressive policies such as competitive salary, bonuses, gratuity, provident fund, life and health insurance facilities. At JWS Pakistan, senior management works to ensure that employees are proud, feel valued and are actively engaged in the achievement of company's vision. This culture helped in maintaining the entire workforce during the COVID-19 phase when the industry was practicing downsizing and carrying out salary cuts.

At JWS Pakistan, there are several initiatives that are geared towards enhancing and improving the staff capacity and capability towards various operational dimensions. The chart below highlights some of the unique tools and strategies being used to empower employees.
Furthermore, the following graph highlights the overall investment carried out by the company in designing various training events and programs to uplift and maintain staff competency.

**Human Development Investment (Exhibit-A)**

These training and capacity building efforts have been central in maintaining a diversified, talented and young workforce of over 691 persons. Following are the key demographics of the workforce:

**Employees Age Brackets (Exhibit-B)**

**Promoting Leadership:** JWSP has an active mentoring program that allows more experienced and innovative employees to give back by helping others to grow. It gives participants an opportunity to expand their personal networks, build confidence and prepare for future opportunities. The program works at various tiers and has been a key contributor in the team development.

**Experience of Team (Exhibit-C)**

**JWS Staff Growth (Exhibit-D)**
**Diversified Recruitment:** JWS Pakistan has a formal employee diversity plan as part of the growth strategy. The plan demonstrates company’s dedication to providing an atmosphere free from barriers that promotes equity and diversity. We celebrate and welcome the diversity of all employees, stakeholders and external personnel. It is the policy of JWS Pakistan to foster an environment that respects people’s dignity, ideas and beliefs thereby ensuring equity and diversity in employment. Under this program, company was able to recruit employees from over 32 districts of Pakistan.

**Building Future Leaders** Growing the talents of future young leaders is one of the most important goals of JWS Pakistan. Board has a dedicated HR committee that actively foresees future needs in terms of leadership, required skill sets and approves strategies accordingly. Under this initiative, company has carried out succession planning for all the important tiers of management cadre.

![Gender Meter (Exhibit-E)](image-url)
### Performance Outlook

#### Financial & Operational Highlights

<table>
<thead>
<tr>
<th>Outreach</th>
<th>Products</th>
<th>Self Sufficiency</th>
<th>Peoples &amp; Planet</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Districts Covered</strong>&lt;br&gt; (12)&lt;br&gt;Gujranwala, Gujrat, Sialkot, Mandi Bahauddin, Hafizabad, Sheikhupura, Lahore, Faisalabad, Nankana Sahib, Narowal, Toba Tek Singh, Chiniot</td>
<td>Apna Karobar, Zari Khud Kafalat, Madad Gaar Qarza, Maal Muweshi Qarza, School Sarmaya.</td>
<td>Recovery Rate&lt;br&gt;98.26%</td>
<td>Client Trainings&lt;br&gt;22 sessions with 600 participants</td>
</tr>
<tr>
<td><strong>Operational Offices</strong>&lt;br&gt; 70</td>
<td>Credit Plus Services&lt;br&gt;Trainings, Linkages&lt;br&gt;Development, Business Orientation</td>
<td>Client Retention&lt;br&gt;Rate&lt;br&gt;65.01%</td>
<td>Agriculture Training&lt;br&gt;255 sessions&lt;br&gt;2,300 farmers</td>
</tr>
<tr>
<td><strong>Permanent Staff</strong>&lt;br&gt; 691</td>
<td>Lending Range&lt;br&gt;30,000 - 200,000 PKR</td>
<td>Operational Self Sufficiency&lt;br&gt;113%</td>
<td>13 Million spent to enhance staff and client capacity</td>
</tr>
<tr>
<td><strong>Active Clients</strong>&lt;br&gt; 91,865</td>
<td>Collateral Type&lt;br&gt;Social</td>
<td>Financial Self Sufficiency&lt;br&gt;113%</td>
<td>2,000 Plants&lt;br&gt;Distributed for Green Pakistan Campaign</td>
</tr>
<tr>
<td><strong>Social Safety Nets</strong></td>
<td>Health Insurance&lt;br&gt;59,654 health policy holders</td>
<td>Life Insurance&lt;br&gt;93,327 Unique lives insured</td>
<td>Claims Handled&lt;br&gt;846 claims settles amounting to 17.3 Million PKR</td>
</tr>
</tbody>
</table>
Operational Highlights

JWS Pakistan has a rich history of performing better in every crisis situation. This has been made possible by investing heavily on the capacity of the staff and offering competitive incentives to the staff. The section below presents the operational highlights of the key parameters used to gauge performance;

Keeping in view the overall market situation and the relative calmness in the COVID pandemic, JWSP gradually moved ahead towards offering financial services throughout its operational areas.

The overall strategy was to lower the overall growth trend and solidify the existing openings to effectively meet with the COVID challenge. This timely revision of growth plans helped the entire team to manage the existing portfolio successfully with above industry results. The historical growth trend over the past few years is summarized in the graph below; (Exhibit-F).

The growth trend also highlights excellent acceptance of financial and non-financial services among communities. In the chart below, the blue bars highlight the OLP while the red ones represent disbursement.

This portfolio has been maintained cleanly with portfolio at risk ration of below 2%. This clearly highlights commitment of our team as well as strong and productive client relationships. Both the OLP & disbursement targets were achieved in light of the revised growth plans approved by the core management.

Towards enhancing the client base, the closing figure was a new high i.e. 91,865 despite of the ongoing pandemic. This helped us successfully maintaining above 1% share of the overall micro finance market in Pakistan. Similarly, JWS Pakistan has gradually increased its average loan size up to PKR 51,375 keeping in view the business needs of clients and their regular requests.
The Exhibit-H highlights the institutional mandate and preference of JWS Pakistan tilted toward women. The underlying reason is the ability of women to add extra income into the household economies as well as their own socio-economic empowerment. Similarly, the financing pattern is getting denser in the rural areas than the urban one. This again confirms that the company is ideally working to promote financing in the rural and underserved segment of the society.
Portfolio Diversification

Department of compliance and risk issues portfolio diversification guidelines from time to time to ensure that the overall risk is within manageable range. In the absence of deposits by the customers due to regulatory restrictions, the portfolio diversification becomes even more important and critical for non-bank micro finance institutions. Realizing the importance, JWSP follows sound financial management principles to lay down the foundations of portfolio diversification across geographical areas, economic sectors and products.

District Wise Financing (Exhibit-J)

Diversification of portfolio across sectors, demographics and geographical boundaries has been a key strategy to enhance the safety of portfolio from external & internal shocks. This has led us to expand geographically in 12 districts covering around 35,055 square km. The uneven distribution of portfolio is due to the number of branches in each district as well as relative years of presence in that particular district.

Gujranwala being the hometown of the company has greatest share and contribution in the portfolio. Furthermore, none of the branch has more than 3 percent exposure of the overall portfolio as compared to around 6 percent during the last few years. This represents a well distributed portfolio across a wider geographical area.

Funding Across Sectors (Exhibit-K)

Diversification of portfolio across sectors, demographics and geographical boundaries has been a key strategy to enhance the safety of portfolio from external & internal shocks. This has led us to expand geographically in 12 districts covering around 35,055 square km. The uneven distribution of portfolio is due to the number of branches in each district as well as relative years of presence in that particular district.

Gujranwala being the hometown of the company has greatest share and contribution in the portfolio. Furthermore, none of the branch has more than 3 percent exposure of the overall portfolio as compared to around 6 percent during the last few years. This represents a well distributed portfolio across a wider geographical area.
Geographical spread as well as diversification across the sectors are the two main strategies of portfolio diversification. This diversified investment across asymmetrical economic sectors proved to be very helpful in managing and absorbing the severe shocks of COVID-19. Exhibit-K summarizes the funding across the sectors that have local roots and their economic input and output streams are well integrated in the local economy. This selection of economic sectors is made at the product development stage that requires detailed economic analysis beforehand.

The sector selection is further reviewed and scrutinized by the department of compliance and risk to ensure that it meets the overall risk diversification requirements of the company. The basic principal adopted to select the sectors is their relative correlation and non-correlation with key economic variables at a given point of time.

Based on the degree of correlation and non-correlation with key economic variables, strategic limits of financing are set across various sectors to ensure a balanced and well diversified portfolio.

Operational self-sufficiency (OSS) measures the degree to which the organization's expenses are covered by its core business and is able to function independent of grant support. OSS (Exhibit-L) of the JWS Pakistan is positive and comparable to the industry standards. The recent decline in the OSS and FSS are due to the constraints applied on the growth while maintaining all the expenses for socio economic reasons during the COVID-19 pandemic.

### Operational Self Sufficiency (Exhibit-L)

<table>
<thead>
<tr>
<th>Year</th>
<th>OSS</th>
<th>FSS</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015-16</td>
<td>139</td>
<td>111</td>
</tr>
<tr>
<td>2016-17</td>
<td>134</td>
<td>118</td>
</tr>
<tr>
<td>2017-18</td>
<td>138</td>
<td>121</td>
</tr>
<tr>
<td>2018-19</td>
<td>130</td>
<td>119</td>
</tr>
<tr>
<td>2019-20</td>
<td>130</td>
<td>119</td>
</tr>
<tr>
<td>2020-21</td>
<td>130</td>
<td>119</td>
</tr>
</tbody>
</table>

### GLP / Total Assets (Exhibit-M)

<table>
<thead>
<tr>
<th>Year</th>
<th>2015-16</th>
<th>2016-17</th>
<th>2017-18</th>
<th>2019-20</th>
<th>2018-19</th>
<th>2020-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>GLP / TA</td>
<td>74%</td>
<td>78%</td>
<td>88%</td>
<td>80%</td>
<td>64%</td>
<td>75%</td>
</tr>
</tbody>
</table>
Exhibit-M, highlights the overall asset utilization rate of JWS Pakistan over the last few years. It is another very important indicator of highlighting the operational performance of the company. It compares gross loan portfolio of the company (GLP) with total asset base to present the ability of the company in utilizing the total assets in building up gross loan portfolio (the actual business of the company). A recent decline in the ratio was due to increasing focus of the company on social and environmental concerns as well as reduced disbursements as part of the COVID-19 strategy to manage the overall risk.

Furthermore, a growth in the overall asset base of the company highlights that the organization is standing on the sound footings and the reducing GLP/Asset trend shows the impact of a tactical move to avoid COVID-19 effects.
JWS PAKISTAN
LIFE & HEALTH
INSURANCE
Health and life insurance are considered globally as must have tools while working for the socio economic uplift of the communities. Their importance stems from the fact that emergencies of health and life threatening nature are very costly and end up putting debt burdens and eroding savings of the poor segment of the society. In this scenario the insurance products offer a safety net to help the family in the time of the crisis.

JWS Pakistan operates with a mission of helping communities in every possible manner. This has enabled us to offer some innovative and popular insurance services for our valuable clients. Company offers health and life insurance with following key objectives in mind:

- Reduce the chances of debt burden by covering the cost of healthcare
- Provide a safety net to cover client needs in emergencies
- Availability of better healthcare facilities with prominent hospitals in the panel.

**Health Insurance**

JWS Pakistan micro health care plan provides a reimbursement facility to their clients at all registered hospitals. Under this scheme a cover of PKR 30,000/- is provided at following inpatient hospitalization expenses. These expenses are payable subject to the admission in any hospital at least for consecutive period of 24 hours.

- Emergency care due to accidental injuries.
- Surgery and operation expenses.
- Room and board and ICU/CCU charges
- Physician, Specialist, Surgeon, Anesthetist, fee
- Medicine & Lab tests, Oxygen & blood supplies
- Any other reasonable and customary charges during hospitalization

**Life Insurance**

JWS Pakistan provides “credit life insurance” to all its borrowers to eliminate debt burden due to sudden death of the income earner. This scheme is launched with the partnership of EFU Life Assurance Company. The scheme is designed to provide valuable Life Insurance protection to the borrowers.

- Outstanding Amount of Principal Loan (Net of Interest) is paid by insurance in case of death.
- Total Permanent Disability (Accident & Sickness)
- Bereaved Family Benefit (Funeral/Burial expenses) PKR 7000/=
Aspiring to be an Employer of Choice
Perks & Benefits
JWS Pakistan

Staff Facilities & Benefits
JWS Pakistan has slowly and gradually embarked on a journey to evolve as an employer of choice. In order to achieve the desired results, company management has simultaneously started working on the key aspects of being an employer of choice;

<table>
<thead>
<tr>
<th>Company Culture</th>
<th>Compensations</th>
<th>Company Reputation</th>
<th>Skill of Senior Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Loan Facility
JWS Pakistan has offered loan facility to meet the investment and housing requirements of its staff members. The loan facility may be sanctioned for up to 20 salaries of the staff members and the amount carries no interest. The repayment tenure and schedule are also flexible and as per the convenience of the employee. Over the years, company has always strived to accommodate the requests forwarded by the staff. Graph below highlights the gradual enhancement of the loan facility.

Health Care Facility
To ensure the trouble free life of its employees and their dependents, JWS Pakistan has availed health insurance facility from EFU Alliance, a well reputed insurance company. Under the agreement JWS Pakistan has financed the health coverage of 691 persons. These persons insured then cover their spouses and children. The coverage is very comprehensive and ranges from 50,000 to 300,000 per person insured per annum.

Advance Salary
JWS Pakistan has offered this facility of availing advance salaries of up to two working months to meet the emergency financing needs of its valuable employees. During the year under review, around 30 employees availed this facility.
Provident Fund

To secure the post retirement life of employees, JWS Pakistan has complied with the applicable laws for employers and introduced provident fund. Both the employee and the employer contribute 8.5% of their monthly salaries in the fund. The fund is then invested in some profitable schemes and profit margins are credited to the employees in the fund as per their contribution rations. Historical balances of the provident fund are given below;

### Provident Fund

<table>
<thead>
<tr>
<th>Years</th>
<th>Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018-19</td>
<td>35,451,338</td>
</tr>
<tr>
<td>2019-20</td>
<td>65,046,007</td>
</tr>
<tr>
<td>2020-21</td>
<td>92,155,795</td>
</tr>
</tbody>
</table>

Employees Old Age Benefits (EOBI)

Under the employee old age benefit fund, JWS Pakistan contributes 5% of the monthly staff salary while the employee contributes 1% of his/her salary on monthly basis.

Gratuity Fund

Another benefit offered by the company to its staff in the form of gratuity fund. In this fund, JWS Pakistan contributes one monthly salary each year as a benefit and reward for the hard work of the employees. The amount so collected is then invested under the supervision of a guardian committee for the maximum benefit of the staff members. Historical balances of the gratuity fund are given below;

### Gratuity

<table>
<thead>
<tr>
<th>Years</th>
<th>Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018-19</td>
<td>5,697,067</td>
</tr>
<tr>
<td>2019-20</td>
<td>29,322,526</td>
</tr>
<tr>
<td>2020-21</td>
<td>41,827,722</td>
</tr>
</tbody>
</table>

Day care Centre

Employee's welfare and care has been central at JWS Pakistan. To facilitate working mothers, a day care center has been established at the head office premises. By providing this facility of daycare center, company hopes to relieve its employees of their concern for children during their hours of work. The day care staff is trained in early childhood development so they understand each child's needs and nurture his growing skills accordingly.
Staff Accommodation Facility

JWS Pakistan serves its employees in every possible manner. Another such example is the staff accommodation facility being provided to out of station staff members. Over the period of time the level of facility being sanctioned to the staff is increasing.

Residence Facility for Staff

<table>
<thead>
<tr>
<th>Year</th>
<th>Facility</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017-18</td>
<td>150</td>
</tr>
<tr>
<td>2018-19</td>
<td>190</td>
</tr>
<tr>
<td>2019-20</td>
<td>180</td>
</tr>
<tr>
<td>2020-21</td>
<td>210</td>
</tr>
</tbody>
</table>
DO SOMETHING EVERYDAY THAT BRINGS YOU CLOSE TO YOUR GOALS
PHOTOS GALLERY
Affiliations & Collaborations Across the Globe
Affiliations & Collaborations
Across the Globe

Participation in national and international networks working for the betterment and uplift of the poor communities has been a passion at JWS Pakistan since long. This collaboration across the globe has helped us in learning new dimensions of performance as well as contribute towards the international best practices by sharing our own. JWS Pakistan has long been collaborating with following international networks regularly;

Banking with the Poor (BWTP):
Banking with the Poor Network (BWTP Network) is Asia’s microfinance network that works towards building efficient, large-scale sustainable organizations, through cooperation, training and capacity building with the aim of achieving innovative, appropriate and demand-driven financial services for the poor. The Network is an association of a diverse range of microfinance stakeholders committed to improving the quality of life of the poor through promoting and facilitating their access to sustainable financial services.

Microcredit Summit Campaign:
Microcredit summit campaign is a network of international microfinance companies working towards pre-established targets and agendas. JWS Pakistan has been actively participating in the campaigns to ensure provision of credit facilities to poor communities for self employment and also helping in improving their purchasing power parity (PPP).

Mix Market:
JWS Pakistan actively reports performance data related to social aspects of our services to the MIX Market on regular basis. This has been helpful in tracking the performance of microfinance services towards the social aspects of the development on the global scale.

Pakistan Microfinance Network (PMN):
PMN is a network of organizations engaged in microfinance and dedicated to improving the outreach and sustainability of microfinance in Pakistan. PMN acts as a disseminator of microfinance information with the aim of enhancing the scale, quality, diversity and sustainability of microfinance providers in Pakistan.

Techxant Technology:
Provides state of the art IT solutions and equipment to JWS Pakistan.
Member Punjab Microfinance Network (PMFN):
The idea is to gather institutes and organization working in Micro Finance sector for sharing their work. JWS Pakistan was one of the pioneer companies to establish Punjab Micro Finance Network (PMFN). Mr. Qazi Shoaib Alam Farooqi (CEO-JWS) was the first person to chair the network. The network is inclusive of organizations from the Punjab province in Pakistan.

Pakistan Centre for philanthropy (PCP):
JWS Pakistan got certification of Pakistan Centre for Philanthropy (PCP) in recognition of its efforts for alleviating poverty from the country. Since then, JWS Pakistan is an active member of the PCP.

Social Performance Task Force (SPTF):
The SPTF is a global membership organization that works to advance social performance management (SPM) - a management style that puts clients at the center of every decision.

The Smart Campaign:
The smart campaign is a global effort to unite microfinance leaders around a common goal: institute client protection in all that we do – to better serve clients and strengthen the microfinance industry.

Data Check:
Data check caters to the specific needs of the industry and provides additional fields relating to the individual's identity and loan information. Given that the typical loan period is one year, the payment history is limited to 12 months.

Tasdeeq:
Tasdeeq caters to the specific needs of the industry and provides additional fields relating to the individual's identity and loan information.
Insurance Panel

JWS Pakistan has been very active towards minimization of risks faced by its staff as well as clients. To meet this objective, company has partnered with several insurance companies to cover the risks of health, income loss and loss of agricultural crops under various products. Following are the insurance companies engaged by JWS Pakistan under its various initiatives;
Investor Groups

Following are the key international and national investor groups providing required investments and support to JWS Pakistan. Their active financial and moral support has helped us in meeting all the challenges head on.

- Pakistan Micro finance Investment company (PMIC)
- Pakistan Poverty Alleviation Fund (PPAF)
- KIVA (US Based social investor group)
- Symbiotic
- Allied Bank Limited (ABL)
- Habib Bank Limited
Securities & Exchange Commission of Pakistan

The Securities and Exchange Commission of Pakistan (SECP) is the financial regulatory agency in Pakistan whose objective is to develop a modern and efficient corporate sector and a capital market based on sound regulatory principles, in order to encourage investment and foster economic growth and prosperity in Pakistan.

JWS Pakistan is licensed from SECP (as non banking finance company) as per the prudent regulations of State Bank of Pakistan for the micro finance organizations. Required regulatory supervision and foresight has been helpful in taking the industry forward.

Rehman Sarfaraz Rahim Iqbal Rafiq
Chartered Accountants

JWS Pakistan has engaged the chartered accounting firm of very good repute. Established by a team of public accountants from leading international accountancy firms, Rehman Sarfaraz Rahim Iqbal Rafis, Chartered Accountants is engaged in providing wide range of integrated solutions to a large portfolio of clients from a diversified activity segments within and outside Pakistan.

Our team of experts comprises professionals from multifaceted proficient background and experience, who effectively deal with a versatile range of tasks to present practical solutions to the problems in small to large-scale organizations within and outside the country.

Company offers Auditing, Taxation, Management, IT, Accounting and Legal & Secretarial Consultancy and other related assistance to local and foreign private, public and other organizations. We also assist organizations in problem solving and providing practical and feasible solutions.

Azam Chaudhary Law Associates

Shore Bank International (SBI) carried out institutional assessment of JWS Pakistan on behalf of Pakistan Poverty Alleviation Fund (PPAF). The objective of the assessment was to critically evaluate capacity of partner organizations for undertaking higher levels of micro finance operations. The assessment carried out by SBI covered the effectiveness of management layers, adequacy of organizational policies, procedures and their actual implementation in the field.

Based on the detailed review, a comprehensive institutional assessment report was prepared by SBI dually appreciating and highlighting effective management control and streamlined business process for undertaking additional responsibilities.

Truelift is a global initiative to renew focus on the pro-poor objective of microfinance. Truelift is a trust mark – in microfinance and beyond – to signify commitment to positive and enduring change for people living in poverty. Truelift awarded certification to JWS Pakistan as “Aspirant” institution under its four milestones on the journey to better serve clients living in poverty.

Gallup Pakistan is the country's most respected opinion and socio economic research organization and is widely quoted in national and international media. Being an affiliate of Gallup International we have close collaboration with Gallup associates all around the globe and enjoy the benefit of drawing upon an international pool of knowledge. Gallup Pakistan conducted impact assessment of JWS Pakistan to measure the effectiveness and efficiency of the Micro Finance Program.
Dear Sir

This is with reference to Ratings of JWS Pakistan. PACRA has updated its opinions, following are the respective details.

<table>
<thead>
<tr>
<th>Opinion</th>
<th>Action</th>
<th>Rating</th>
<th>Outlook</th>
<th>Opinion Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>JWS Pakistan</td>
<td>Maintain</td>
<td>BBB- BBB-</td>
<td>A3 A3</td>
<td>Positive</td>
</tr>
</tbody>
</table>

Yours truly

(Jhangeer Hanif)
Unit Head | Ratings
Pakistan Centre for Philanthropy
(The first NPO Certification Agency, authorized by The Government of Pakistan vide notification No.116 (I)/2003)

Pakistan Centre for Philanthropy hereby certifies that according to the records of the organization

JWS Pakistan

is certified as per NPO evaluation standards notified by FBR.

PCP-R1/2019/555

Certification No.

25-07-2019
Issued on

25-07-2022
Valid up to

Islamabad
Place of issue
Securities and Exchange Commission of Pakistan

License

Under Section 42 of the Companies Act, 2017

Whereas the competent authority, granted licence on 28-12-2015 and the company was registered on 21-01-2016 and in pursuance whereof the company namely—

JWS Pakistan

was established with the primary object “to help the poor, the landless and assetless in order to enable them to gain access to resources for their productive self-employment, to encourage them to undertake activities of income generation and poverty alleviation and for enhancing their quality of life by providing them micro-credit, vocational training and their capacity building” and as more specifically contained in its Memorandum of Association and intending to (a) apply its profits and income towards those objects and (b) prohibit the payment of any dividend or profit to its members.

2. Now, upon satisfaction with information provided by the company in its application for renewal of licence, the Commission is pleased to renew the licence for a term of three years i.e. 28-12-2020 to 27-12-2023, renewable for further terms of three years each on application to be made by the company to the Commission within a period of not earlier than six months and not later than three months before the expiration of validity period of the earlier issued license.

3. This renewal of licence is granted subject to the conditions as mentioned in the Association with Charitable and Not for Profit Objects Regulations, 2018 or any other additional condition(s) as mentioned overleaf.

4. Given under my hand at Islamabad this 04 day of March, 2021.

(SHAUKAT HUSSAIN)
Commissioner (CCD-CLD)

Licence No. 1421

No. CLD/CCD/Co.42/14/2015
FINANCIAL REPORT
July 2020 - June 2021
JWS Pakistan
Financial Statement
Year ended 30 June 2021
Audited
INDEPENDENT AUDITOR’S REPORT

To the members of JWS PAKISTAN
Report on the Audit of the Financial Statements

Opinion

We have audited the annexed financial statements of JWS PAKISTAN [the Company], which comprise the statement of financial position as at 30 June 2021, the statement of income and expenditure, the statement of other comprehensive income, the statement of changes in funds, the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and other explanatory information, and we state that we have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of the audit.

In our opinion and to the best of our information and according to the explanations given to us, the statement of financial position, the statement of income and expenditure, the statement of other comprehensive income, the statement of changes in funds and the statement of cash flows together with the notes forming part thereof conform with the accounting and reporting standards as applicable in Pakistan and give the information required by the Companies Act, 2017 (XIX of 2017) in the manner so required and respectively give a true and fair view of the state of the Company’s affairs as at 30 June 2021 and of the surplus, other comprehensive income, the changes in funds and its cash flows for the year then ended.

Basis for Opinion

We conducted our audit in accordance with international Standards on Auditing (ISAs) as applicable in Pakistan. Our responsibilities under those standards are further described in the Auditor’s Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Company in accordance with the International Ethics Standards Board for Accountants’ Code of Ethics for Professional Accountants as adopted by the Institute of Chartered Accountants of Pakistan [the Code] and we have fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Board of Directors for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the accounting and reporting standards as applicable in Pakistan and the requirements of Companies Act, 2017 (XIX of 2017) and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Board of directors are responsible for overseeing the Company’s financial reporting process.

Information other than the Financial Statements and Auditor’s Report Thereon

Management is responsible for the other information. The other information comprises the information included in the director’s report, but does not include the financial statements and our auditor’s report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.
In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If based on the work we have performed, we conclude that there is material misstated of this other information, we are required to report that fact. We have nothing to report in this regard.

Auditor’s Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs as applicable in Pakistan will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are not considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs as applicable in Pakistan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company’s internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management’s use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the board of directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

Based on our audit, we further report that in our opinion:

a) proper books of account have been kept by the Company as required by the Companies Act, 2017 (K.X of 2017);

b) the statement of financial position, the statement of income and expenditure, the statement of other comprehensive income, the statement of changes in funds and the statement of cash flows together with the notes thereon have been drawn up in conformity with the Companies Act, 2017 (K.X of 2017) and are in agreement with the books of account and returns;

c) investments made, expenditure incurred and guarantees extended during the year were for the purpose of the Company’s business; and
c) no Zakat was deductible at source under the Zakat and Ushr Ordinance, 1980 (XVIII of 1980).

Other Matters

The financial statements of the Company for the year ended 30 June 2020, were audited by another auditor who expressed an unmodified opinion on those statements 28 September 2020.

The engagement partner on the audit resulting in this independent auditor's report is ZUBAIRC IRFAN MALIK.

RAHMAN SARFARAZ RAHIM IQBAL RAFIQ
Chartered Accountants
Lahore: 30 September 2021
## Statement of Financial Position

**As at 30 June 2021**

<table>
<thead>
<tr>
<th>Note</th>
<th>30-Jun-21</th>
<th>30-Jun-20</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Rupees</td>
<td>Rupees</td>
</tr>
<tr>
<td><strong>Non-Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property and equipment</td>
<td>6</td>
<td>135,671,840</td>
</tr>
<tr>
<td>Right-of-use assets</td>
<td>7</td>
<td>802,388</td>
</tr>
<tr>
<td>Intangible assets</td>
<td>8</td>
<td>563,820</td>
</tr>
<tr>
<td>Micro-credit receivables</td>
<td>9</td>
<td>23,555,045</td>
</tr>
<tr>
<td><strong>Total Non-Current Assets</strong></td>
<td>6</td>
<td>164,583,693</td>
</tr>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current maturity of micro-credit receivables</td>
<td>9</td>
<td>2,553,905,305</td>
</tr>
<tr>
<td>Service charges receivables</td>
<td>10</td>
<td>20,857,404</td>
</tr>
<tr>
<td>Short term investments</td>
<td>11</td>
<td>132,277,498</td>
</tr>
<tr>
<td>Advances and other receivables</td>
<td>12</td>
<td>63,954,505</td>
</tr>
<tr>
<td>Advance income tax</td>
<td>13</td>
<td>21,285,222</td>
</tr>
<tr>
<td>Cash and bank balances</td>
<td>14</td>
<td>639,392,554</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td>15</td>
<td>3,441,752,287</td>
</tr>
<tr>
<td><strong>Net Current Assets</strong></td>
<td>16</td>
<td>1,471,674,591</td>
</tr>
<tr>
<td><strong>Non-Current Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long term finance</td>
<td>17</td>
<td>(843,729,503)</td>
</tr>
<tr>
<td>Deferred grant</td>
<td>18</td>
<td>(522,747)</td>
</tr>
<tr>
<td>Lease Liabilities</td>
<td>19</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Non-Current Liabilities</strong></td>
<td>20</td>
<td>(843,729,503)</td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td>21</td>
<td>785,615,084</td>
</tr>
</tbody>
</table>

### Represented by

**Funds and Reserves**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Endowment fund</td>
<td>22</td>
</tr>
<tr>
<td>General fund</td>
<td>23 785,615,084</td>
</tr>
<tr>
<td><strong>Total Funds and Reserves</strong></td>
<td>24</td>
</tr>
</tbody>
</table>

### Contingencies and Commitments

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>785,615,084</td>
</tr>
</tbody>
</table>

The annexed notes from 1 to 45 form an integral part of these financial statements:

---

SABEEHA SHAHREEN
Director

GHAZI-OMAR ALAM FAROOQI
Chief Executive
# JWS Pakistan

## Statement of Income and Expenditure

For the Year Ended 30 June 2021

<table>
<thead>
<tr>
<th>Note</th>
<th>30-Jun-21</th>
<th>30-Jun-20</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Rupees</td>
<td>Rupees</td>
</tr>
</tbody>
</table>

### Financial Income
- Service charges on micro-credit loans: 887,528,572
- Loan processing fee: 744,676,002

### Total Financial Income: 887,528,572

### Finance Cost
- 24: 271,541,086
- 30: 281,541,086

### Gross Financial Margin: 615,987,886

### Impairment Allowance for Expected Credit Losses
- 28: 75,013,581
- 30: 23,220,805

### Net Financial Margin: 540,973,505

### Administrative Expenses
- 26: 256,338,456
- 30: 255,025,972

### Program Cost
- 27: 1,062,214
- 30: 1,064,361

### Operating Surplus/Deficit for the Year
- 30: 46,459,664
- 30: 43,020,538

### Other Income
- 38: 56,148,864
- 30: 81,979,830

### Other Expenses
- 29: 26,234,756
- 30: 16,136,785

### Surplus Before Taxation
- 30: 75,920,345
- 30: 32,034,058

### Taxation
- 30: (1,422,306)
- 30: (6,592,194)

### Net Surplus
- 30: 74,498,039
- 30: 25,442,464

### Operational Self-Sufficiency Ratio
- 31: 113%
- 30: 102%

---

The annexed notes from 1 to 45 form an integral part of these financial statements.
STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2021

<table>
<thead>
<tr>
<th></th>
<th>30 Jun 21</th>
<th>30 Jun 20</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Rupees</td>
<td>Rupees</td>
</tr>
<tr>
<td>Other comprehensive income</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net surplus</td>
<td>74,409,039</td>
<td>25,492,444</td>
</tr>
<tr>
<td>Total comprehensive income</td>
<td>74,409,039</td>
<td>25,492,444</td>
</tr>
</tbody>
</table>

The annexed notes from 1 to 45 form an integral part of these financial statements.
JWS PAKISTAN

STATEMENT OF CHANGES IN FUNDS
FOR THE YEAR ENDED 30 JUNE 2021

<table>
<thead>
<tr>
<th></th>
<th>Endowment fund</th>
<th>General fund</th>
<th>Total funds</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Rupees</td>
<td>Rupees</td>
<td>Rupees</td>
</tr>
<tr>
<td>Balance as at 01 July 2019 - as adjusted</td>
<td>133,500,000</td>
<td>552,124,721</td>
<td>685,624,721</td>
</tr>
<tr>
<td>Comprehensive Income</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Surplus for the year</td>
<td>-</td>
<td>25,402,444</td>
<td>25,402,444</td>
</tr>
<tr>
<td>Other comprehensive income</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total comprehensive income</td>
<td>-</td>
<td>25,402,444</td>
<td>25,402,444</td>
</tr>
<tr>
<td>Other transactions</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Balance as at 30 June 2020</td>
<td>133,500,000</td>
<td>577,617,165</td>
<td>711,117,165</td>
</tr>
<tr>
<td>Balance as at 01 July 2020</td>
<td>133,500,000</td>
<td>577,617,165</td>
<td>711,117,165</td>
</tr>
<tr>
<td>Comprehensive Income</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Surplus for the year</td>
<td>-</td>
<td>74,493,339</td>
<td>74,493,339</td>
</tr>
<tr>
<td>Other comprehensive income</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total comprehensive income</td>
<td>-</td>
<td>74,493,339</td>
<td>74,493,339</td>
</tr>
<tr>
<td>Other transactions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Endowment fund transferred to general fund</td>
<td>(133,500,000)</td>
<td>133,500,000</td>
<td>-</td>
</tr>
<tr>
<td>Balance as at 30 June 2021</td>
<td>-</td>
<td>785,615,204</td>
<td>785,615,204</td>
</tr>
</tbody>
</table>

The annexed notes from 1 to 45 form an integral part of these financial statements.

Qazi Shoaib Alam Farooqi
Chief Executive

Sabeeka Shaheen
Director
# JWS PAKISTAN

## STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2021

<table>
<thead>
<tr>
<th>Note</th>
<th>30-Jun-21</th>
<th>30-Jun-20</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Rupees</td>
<td>Rupees</td>
</tr>
</tbody>
</table>

### CASH FLOWS FROM OPERATING ACTIVITIES

- Cash (used in)/generated from operations 32  
  *(395,768,223)*  
  *(644,497,784)*

- Payments for:  
  - Employees' retirement benefits  
    *(9,521,043)*  
  - Finance cost  
    *(287,261,842)*  
  - Income tax  
    *(1,646,437)*  

- Net cash (used in)/generated from operating activities  
  *(894,130,025)*  
  *(241,375,047)*

### CASH FLOWS FROM INVESTING ACTIVITIES

- Purchase of property and equipment  
  *(96,643,842)*  
  *(25,621,803)*

- Proceeds from disposal of property and equipment  
  *(1,065,090)*  
  *(40,000)*

- Purchase of intangible asset  
  *(448,090)*  
  *( )

- Proceeds from disposal of short term investments  
  *(132,277,498)*  
  *( )

- Interest received  
  *(53,463,676)*  
  *(94,427,277)*

- Net cash (used in)/generated from investing activities  
  *(174,740,660)*  
  *(151,945,474)*

### CASH FLOWS FROM FINANCING ACTIVITIES

- Long term finances obtained  
  *(909,892,040)*  
  *(1,065,000,000)*

- Repayment of long term finances  
  *(468,547,756)*  
  *(1,570,000,000)*

- Net decrease in short term borrowings  
  *( )  
  *(30,824,008)*

- Repayment of lease liabilities  
  *(3,220,463)*  
  *(8,032,895)*

- Net cash generated from financing activities  
  *(438,613,847)*  
  *(255,142,097)*

### NET (DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS

- Cash and cash equivalents at beginning of the year  
  *(439,226,428)*  
  *(840,452,018)*

- Cash and cash equivalents at the end of the year  
  *(1,069,848,792)*  
  *(421,196,174)*

### The annexed notes from 1 to 45 form an integral part of these financial statements.

---

_Gazal Shoaib Farooqi_  
Chief Executive

_Sabeena Shaheen_  
Director

_By RSRIR for identification only_